

**MEETING MINUTES
EDUCATION, PLANNING AND OUTREACH COMMITTEE
4016 WEST BROAD STREET
RICHMOND, VIRGINIA**

MAY 24, 2006, 5:30 p.m.

PRESENT: Sherry Smith Crumley, Chairman, Marshall Davison, Ward Burton, Jimmy Hazel, and John Montgomery; **INTERIM DIRECTOR:** Colonel W. Gerald Massengill, **STAFF:** Charlie Sledd, Phil Smith, Julia Dixon, Virgil Kopf, Bob Duncan, Jeff Uerz, Gary Martel, John Moore, Ray Davis, David Whitehurst, Lynn Sikora

After a working dinner, Chairman Crumley called the meeting to order at 6:05 p.m. All committee members were present.

REVIEW OF GOVERNANCE MANUAL: The Committee reviewed its purpose as specified in the Board's Governance Manual. Chairman Crumley suggested amending the Committee's purpose to "review as necessary, the Board member orientation program" and Mr. Davison suggested adding "emphasize public education outreach".

COMMITTEE CHARTER DISCUSSION: David Whitehurst provided an example of a committee charter. Ms. Crumley suggested amending the Committee's purpose to reflect that the Vice Chairman of the Board will be a member of the Education, Planning and Outreach Committee since the Governance Manual requires the Vice Chairman to provide the new Board member orientation.

Staff suggested that the charter address the composition of the committee (chair plus three), that the vice chairman will be the Chair of the Education Committee and that the vice chair will provide the orientation for new board members, that the Committee will meet at least four times annually, that meeting minutes will be written and approved, and specific duties of the committee will be defined in the charter.

BOARD MEMBER ORIENTATION PROGRAM: Charlie Sledd distributed a proposed agenda on orientation topics that would be included in an orientation program for new Board members. Topics included a discussion on the role of a Board member, the role of the Board as a supervisory board, a review of the Department's mission statement, a review of the Governance Manual, the Code of Ethics and Conduct and a review of Board policies; Board committees structure, how the Department is organized, a thorough financial briefing, including an explanation on federal aid programs, a legislative and regulatory briefing, the requirements of the Virginia Freedom of Information Act and Conflict of Interest statements; an administrative briefing covering travel reimbursement guidelines, the director's performance plan and evaluation process, issues and priorities for the Department and the divisions, interaction with the media, closed meeting requirements, and acronyms. Virgil Kopf suggested that the orientation program also address the strategic plan and strategic plan strategies. Members also

felt that the orientation package should include a calendar of upcoming meetings and events, to insure that the Board complies with required legislative and Governance Manual mandates, and that it include an explanation of the primary purpose of planned meetings. Additionally, legislation is pending that will require new members of the Board to receive a full copy of the Virginia Freedom of Information Act within two weeks of appointment.

Committee members felt that staff should immediately provide a copy of the Governance Manual and the Code of Ethics and Conducts to each new Board member. Members felt that it would also be helpful to have a Board calendar on the internet for ready reference.

CRITERIA FOR DIRECTOR'S PERFORMANCE EVALUATION: The Education, Planning and Outreach Committee is responsible for the development of the performance evaluation criteria for the agency director. The Auditor of Public Accounts' past position has been that previous performance evaluation criteria have been too broad.

Colonel Massengill noted that every Governor has a different process and procedure for conducting an agency head's performance. As such, he encouraged the Board to coordinate its evaluation process with that of the Office of the Secretary of Natural Resources to insure compatibility. He recommended writing the plan in general terms to allow for flexibility and adaptability to changing administrations. The Committee felt that the plan needs to be revised annually to meet business needs in consultation with the Office of the Secretary of Natural Resources, noting that pending legislation will require General Assembly confirmation of the agency head every four years.

Staff indicated that the Government Performance Results Act includes the Commonwealth-wide strategic planning process and the agency's performance methods. It is felt that these standards will impact how the director's performance is evaluated. All agreed that the Board will need to conduct an annual performance review for the director that will include discussions on future goals and objectives. Mr. Montgomery suggested that the Board's annual performance criteria for the Director will be, "the Board will set the evaluation criteria with measurable objective standards that accomplish the agency's strategic plan and the first step of the process will be the director providing measurable objectives standards for each applicable standard." The goals and objectives set for the director's performance will be consistent with the Agency's mission statement. The director will meet with the Board annually for a performance review and to set standards for the next year. The Committee reserves the right to amend the objectives it receives from the director. The Secretary of Natural Resources will be involved in the director's performance evaluation. The Committee agreed to conduct the director's performance evaluation in October of each year.

Colonel Massengill offered to have a draft performance plan available for the Committee to review at its next meeting.

STRATEGIC PLANNING DISCUSSION: Virgil Kopf provided an overview of a strategic planning process, noting that the Agency's last strategic planning process was conducted in 1991, starting with the Board. The Board adopted a mission statement and identified issues that

needed addressing. The Agency's strategic plan was completed in 1992, and was distributed to all employees.

Staff indicated that the "Vision 2003" document was an outcome of a funding initiative. The document was developed by staff with a tremendous amount of public review and scrutiny.

The 1992 strategic plan serves as the foundation on which the Agency's budget, the "Planned Management Document" is developed. The Planned Management Document focuses on what the Agency will accomplish versus who will accomplish the objective. The Agency's strategic plan and Service Area Plans are the justification for its appropriation request.

Mr. Kopf noted that planning has evolved into strategy implementation and performance and measurements that produce a management tool for an agency's use. He indicated some of the reasons for the development of a strategic plan are: new leadership, demonstrate accountability, meet the customers and/or constituents demands, create a new organizational strategy, align employees, communicate or educate people, address a funding crisis, and improve the overall performance.

To begin the strategic planning process, staff recommended that the initiation process identify the needed outcome, plan on the process, what will be accomplished, who will be responsible, and then execute the process and decide if the overall objective was met. A governing structure is needed if the process is to be successful. The Board Chairman would become the program sponsor for the Department's strategic planning process. The Agency's director would be the project manager, and the project manager for the agency needs to be an agency employee.

In the project layout, training would be provided for Board members, agency employees and others involved. The training would encompass how strategic planning is done and how the data will be used to measure objectives. The mission would be developed along with values and the agency's vision. Staff suggested that the Committee would need to work with the agency's project manager to reaffirm a mission statement, the overall vision for the agency, and establish the values to be obtained. The core group can use the obtained data to establish constraints and develop strategies. The results could then be reviewed by the agency and that exercise could be led by a facilitator, under agency control. A performance map would result and would provide the agreed upon strategies, issues to be addressed by the strategies, the goals and objectives to be accomplished, and how accomplishments will be measured by an array of measurement standards, i.e., financial, customer, whether the agency is continuing to grow and develop, and whether the process was good or can be improved. Strategic planning is now an on-going process.

Staff recommended if the Committee elected to move forward with strategic planning that it request the director to begin the planning phase, with that plan being presented to the Committee at its next meeting. The plan would identify the needed resources and once approved, the process would begin with a targeted completion timeframe of nine to twelve months and perhaps longer. The Committee was reminded that the process would require a tremendous amount of staff commitment.

The Committee unanimously endorsed the outlined process and requested a detailed plan on how to proceed at its next meeting. Staff noted that the 2007 budget funds a strategic plan process.

Mr. Burton requested a copy of the 2003 Vision Document.

Chairman Crumley provided an opportunity for Mrs. Paulette Albright, Montebello, Virginia (the only constituent in attendance) to comment. Mrs. Albright stated that she liked what she was hearing.

David Whitehurst encouraged Committee members to read Last Child in the Woods by Richard Louv. He felt that it might be a good resource when the Committee began to work on its outreach needs.

The next meeting of the Education, Planning and Outreach Committee will be July 18, 2006, beginning at 2:00 p.m.

As there was no further business, at 8:10 p.m., **Mr. Hazel moved, seconded by Mr. Davison, passed unanimously that the meeting adjourn.**

Respectfully submitted,

Belle Harding
Board Secretary